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ABSTRACT

An analysis of the problems facing leaders in higher education or other organizational settings as well as insights on effective leadership is presented. The 23 chapters are organized in four parts. Part 1, "The Unconscious Conspiracy and How to Confound It," suggests the presence of such a conspiracy involving the entrenched bureaucracy and certain social forces which makes effective leadership difficult. Research on leadership is introduced and the four competencies are identified as crucial for effective leadership. In parts 2 and 3 ("A Society Without Dreams" and "Parts of the Problem"), the extent of the leadership problem is detailed with many examples from the contemporary business and political scene. Part 4 offers ideas about solving the leadership crisis in eight chapters with such titles as: "Leading to Make a Difference," "A Bright Future for Complexity," "Quitting on Principle," "Canceling the Doppelganger Effect," "Avoiding Disaster During Periods of Change," and "Dealing with the Way Things Are". (SM)

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